

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

T1, 2019/ 2020

BHR7094 –HUMAN RESOURCE MANAGEMENT

(All Sections/ Groups)

2 OCTOBER 2019

9.00 a.m – 12.00 p.m

(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages (including the cover page).
2. Answer **ALL** questions. Total marks distributions are given in parentheses.
 - a) **SECTION A:** Short Essay Questions. Total = 50 marks
 - b) **SECTION B:** Case Analysis. Total = 50 marks
 - c) The total marks for this exam is 100 marks
3. Write all your answers in the Answer Booklet provided.

SECTION A: Short Essay Questions (Answer ALL questions)

You are working in a team in organizing an event involving MBA students in MMU for a community service project as part of the coursework requirement for your course on 'Small Business Management'. Your group's task is to gather a group of student volunteers who will travel with you to an animal shelter to help the shelter with tasks such as cleaning the animal cages, preparing food for the animals and feeding them, and tending to sick animals. As you are now faced with the task of managing people (human resources) for the project, you have to address the following issues:

1. How would you project your manpower needs? Describe the trend analysis and ratio analysis as projection tools and explain how you can use them for your projections.
(10 marks)
2. How would you recruit volunteers for the project? Describe **THREE (3)** recruitment methods that you think may be effective.
(15 marks)
3. You have decided to interview the people who had indicated their willingness to participate in the charity event as you want only seriously committed people to be in your team of volunteers. Explain **ANY TWO (2) out of the FOUR (4)** interview approaches below and how you would apply them to your interview session:
 - a) Situational interview questions
 - b) Job-related interview questions
 - c) Behavioral interview questions
 - d) Mass interview(10 marks)
4. At the end of the project, you are required by your course lecturer to assess the performance of the volunteers and nominate one person for the 'Best Volunteer' award, whereby that person will get a RM100 cash reward courtesy of MMU's Student Development Center. Describe **ANY THREE (3) out of the FOUR (4)** performance appraisal methods below and explain how would use them for your evaluation of the volunteers.
 - a) Graphic Rating Scale Method
 - b) Alternation Ranking Method
 - c) Paired Comparison Method
 - d) Critical Incident Method(15 marks)

(Total Section A = 50 marks)

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SECTION B: Case Analysis

Answer ALL questions.

Malaysia Airlines and Japan Airlines pursue a joint business on flights between Malaysia and Japan

Kuala Lumpur, 27 May 2019: Malaysia Airlines Berhad (MAB) and Japan Airlines (JAL) today announced that they have signed a memorandum of understanding to pursue a joint business agreement. The joint business ultimately aims to improve customer convenience by enhancing the quality of services provided by both carriers on flights between Malaysia and Japan.

In 2012, when MAB decided to join the oneworld alliance, the two airlines began offering codeshare flight operations between Japan and Malaysia. The joint business will mark a new chapter which will provide even more value to customers. In addition to it, MAB and JAL will also seek to cooperate in a wider scope, such as exchanging best practices, exploring collaboration in other operational areas such as cargo and developing jointly tourism in both Japanese and Malaysian markets.

Both MAB and JAL have already filed an application with MAVCOM and Japan's Ministry of Land, Infrastructure, Transport and Tourism, seeking exemptions/immunity from antitrust laws. If approved, MAB and JAL will strive to deliver convenient travel options to customers with a comprehensive network throughout Malaysia and Japan. Currently, Malaysia Airlines operates a 12 times weekly service and Japan Airlines operates a 7 times weekly service, representing a total 19 times weekly flights, between Kuala Lumpur to Tokyo. Malaysia Airlines also operates a daily service from Kuala Lumpur to Osaka and a 2 times weekly service from Kota Kinabalu to Tokyo. The agreement will open up both countries to incoming traffic from their respective markets.

Captain Izham Ismail, Group Chief Executive Officer of Malaysia Airlines said, "Japan Airlines has always had strong commercial links with the national carrier and we are delighted to have taken this next important step with our close oneworld partner. This partnership will provide better efficiencies and a more comprehensive network for our customers whilst also playing a key role in further strengthening trade ties between Malaysia and Japan, increasing tourism and promoting Kuala Lumpur International Airport as an air hub."

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"The start of this joint business between Malaysia Airlines and Japan Airlines is an important milestone of our Long Term Business Plan which looks to explore more strategic opportunities as well as deepen more partnerships," added Captain Izham. "We are delighted to announce our partnership with Malaysia Airlines as we look to bring more benefits, more choices, and more value to our customers. It is an honour to deepen the relationship with a partner that places hospitality at its core, where we look to provide a comfortable travel experience for our mutual customers. This partnership can potentially increase passenger traffic between the two countries and open up commercial opportunities," said Yuji Akasaka, president of Japan Airlines.

Subject to the relevant approvals, Malaysia Airlines and Japan Airlines intend to start the joint business in 2020 to coincide with the Tokyo Olympics.

Source: <https://www.malaysiaairlines.com>

1. Devising the company's strategic moves is top management's priority. Does the human resource management (HRM) function have a role in making corporate strategies a success? Discuss the concept of 'strategic HRM' and how it applies to the MAB-JAL venture.
(15 marks)
2. Developments in corporate strategy and operations as described in the above case should be communicated well to employees in order to 'keep them in the loop.' Discuss how Malaysia Airlines can practice two-way communication with its employees and advantages of the practice.
(15 marks)
3. For an organization that is facing tough financial challenges such as Malaysia Airlines, the ability to reward employees' good performance with monetary means may be limited. Hence, explain the concept of 'social recognition', and provide various examples of its potential application in rewarding employees using non-financial means.
(20 marks)

End of Paper

(Total Section B = 50 marks)

(Exam Total = 100 marks)

